| From | Sue Dutton, Head of Curriculum Management, Faculty of Arts |
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| To | Whom it May Concern |

Memorandum

| Subject | Numeracy Skills |
| Date | 22 February 2014 |

I can confirm that Maria Kasmirli worked as a Course Manager in the Arts Faculty of The Open University from 17 September 2001 to 11 February 2011.

The duties of a Course Manager are varied and require (among other things) good numeracy skills. The majority of Course Managers are graduates and have the numeracy skills that would be expected from that level of education. I attach a recent job description (please note that the role title has changed recently from Course Manager to Curriculum Manager, although the duties remain broadly the same.)

The aspects of the job that most require numeracy skills are:

- ensure that module teams have appropriate management information available to them, such as that relating to students' feedback, recruitment and retention levels, throughput to other modules etc.;

- service Award meetings for module Examination and Assessment Boards, including the administration of pre-award standardisation and post-award handover of Board decisions to the Examinations department;

- negotiate production and presentation schedules and monitor these schedules as required;

- Budget Management

  - in liaison with module teams, and negotiating with other parts of the University as necessary, prepare resource bids and costings on behalf of module teams;

  - monitor and manage certain module budgets during production and for modules being presented to students and advise module teams of expenditure.

- Ensure that all information required at the module specification approval stage is provided using the University PLANET system, its reports and the costing and modelling tool.

In relation to the 2nd bullet point in the list, Award meetings, I should point out that this requires the preparation of a good deal of numerical data before the meeting, and analysis of data in the meeting itself. Maria was responsible for several years for managing the largest and most complex course that the Faculty offered (An introduction to the humanities), which recruited thousands of students each year. The amount and type of data analysis required for administering these award meetings was more complex than it was for more standard courses. Budget management would also have been more complex for this course.

During her time in the Arts Faculty, Maria demonstrated that she was more than capable of meeting all the numeracy requirements of the job.

Attached: Curriculum Manager job description

Attachment: job description for Curriculum Manager, Faculty of Arts, The Open University

Overall job purpose
Curriculum management staff are allocated a range of duties including taking administrative responsibility for modules in presentation and production and the administration of programmes of study and qualifications. They may occasionally be required to undertake work relating to Visual Resources, e-learning, e-production, qualification management and other areas of responsibility related to curriculum management. They are the interface between module teams and other areas of the University and between the Faculty and students. They are responsible for ensuring that modules are presented on time and to budget and that Faculty and University policy and procedures are followed in relation to the modules and qualifications for which they are responsible. They provide administrative support for quality assurance and academic review activities.

Main duties
Duties will vary according to the modules/projects allocated, but will typically include the following:

Project Management
• within the Faculty, manage the development, production and updating of module material and activities, ensuring that the projects proceed to schedule, specification and within the allocated resources;
• provide advice to the module team chair and module team on the Faculty and institutional frameworks within which module development and presentation take place and, in partnership with the module team chair, ensure that action is taken at module level to implement these requirements;
• in consultation with the module team chair arrange meetings, write agendas, action notes, minutes, reports and papers for such meetings, and follow up module team decisions;
• ensure that module teams have appropriate management information available to them, such as that relating to students' feedback, recruitment and retention levels, throughput to other modules etc;
• ensure that the module team engages with the appropriate mechanisms for monitoring and reviewing quality, standards and diversity issues;
• initiate and progress the production of assignment tasks, examination papers and other confidential module materials;
• service Award meetings for module Examination and Assessment Boards, including the administration of pre-award standardisation and post-award handover of Board decisions to the Examinations department;
• manage or support projects or initiatives related to curriculum management.

Liaison
• negotiate production and presentation schedules and monitor these schedules as required;
• act as the main administrative link between module teams and other areas of the University and external organisations;
• represent module teams at meetings and ensure that Faculty and University requirements are followed in relation to module presentation and production activities;
• initiate external consultancy contracts, monitor progress and ensure completion of work and payment of fees;
• handle and respond to student and tutor enquiries and other queries for information on a wide variety of module-related issues from within and outside the University;
• keep the Faculty's senior management informed of project progress and carry out such action at the module level as may be requested by the Faculty's management.

Budget Management
• in liaison with module teams, and negotiating with other parts of the University as necessary, prepare resource bids and costings on behalf of module teams;

- monitor and manage certain module budgets during production and for modules being presented to students and advise module teams of expenditure.

Policy and Procedures
- advise module teams of University and Faculty policy and approval processes on a wide variety of module-related issues and ensure procedures are adhered to;
- ensure that:
  - University databases and systems are kept up-to-date in respect of module-related data
  - all information required at the module specification approval stage is provided using the University PLANET system, its reports and the costing and modelling tool
  - module materials inventories are complete and correct.

Other Duties
- other duties as specified by the Head of Curriculum Management or nominee.